North Central Regional Transit District
Board Meeting
Friday, September 2, 2011

CALL TO ORDER:

A regular monthly meeting of the North Central Regional Transit District Board was called to order on the above date by Chair Rosemary Romero at 9:14 a.m. at Santa Fé County Commission Chambers, 102 Grant Street, Santa Fé, New Mexico.

1. **Pledge of Allegiance**
2. **Moment of Silence**
3. **Roll Call**

Roll call indicated the presence of a quorum as follows:

Members Present:	**Elected Members**	**Alternate Designees**
Los Alamos County	*Councilor Michael Wismer*	
Taos County	*Commissioner Dan Barrone*	
Santa Fé County	Commissioner Robert Anaya [T]	*Commissioner Danny Mayfield*
Rio Arriba County	*Commissioner Barney Trujillo*	
San Ildefonso Pueblo	*Councilman Raymond Martínez*	
Santa Clara Pueblo		*Ms. Mary Lou Quintana*
Tesuque Pueblo	*Gov. Charles Dorame*	*Mr. Sammy Romero*
City of Santa Fé	*Councilor Rosemary Romero*	

City of Española	*Councilor Robert Seeds*	
Members Absent:	**Elected Members**	**Alternate Designees**
Los Alamos County		Ms. Anne Laurent
Taos County		Mr. Jacob Caldwell
Rio Arriba County		Mr. Tomás Campos
Pojoaque Pueblo	Mr. Tim Vigil	Councilman Cameron Martínez
San Ildefonso Pueblo		Ms. Sandra Maes
Ohkay Owingeh	1st Lt. Gov. Virgil Cata	Ms. Kateri Keevama
Santa Clara Pueblo	Sheriff John Shije	
Tesuque Pueblo		Former Gov Milton Herrera
City of Santa Fé		Mr. Jon Bulthuis
City of Española		Councilor Helen Kane-Salazar

Staff Members Present
Ms. Cynthia Halfar, Executive Assistant
Ms. Kelly Muniz, Financial Director
Mr. Peter Dwyer, Counsel for NCRTD

Others Present
Mr. Andrew Jandàček, Santa Fé County
Ms. Penny Ellis-Green, Santa Fé County
Mr. Chris Barela, Santa Fé County
Ms. Aurora Bleck

4. Introductions

Those present introduced themselves.

Chair Romero introduced two new members, Commissioner Danny Mayfield from Santa Fé County and Councilman Sammy Romero from Tesuque Pueblo.

5. Approval of Agenda

Commissioner Barrone moved to approve the agenda as presented. Ms.

Quintana seconded the motion and it passed by unanimous voice vote.

6. Approval of Minutes for August 5, 2011

Councilor Wismer moved to approve the minutes of August 5, 2011 as presented. Commissioner Barrone seconded the motion and it passed by majority voice vote with all voting in favor except Commissioner Mayfield who abstained.

A. Interviews for the position of Executive Director for the NCRTD by Alphabetical Order

Chair Romero reviewed the process for the interviews. She clarified that at the August Board meeting the Board decided that the interviews were to be only face-to-face so no telephonic interviews would occur at this meeting. She also explained that the interviews were being conducted in open session to maintain transparency.

Councilor Seeds objected that the Board had not stipulated that board members had to be present. Commissioner Anaya was on the phone and should be allowed to interact with the candidates.

Councilor Wismer said he didn't remember the dialogue but if Santa Fé County allowed their alternate Danny Mayfield to be here in person he should be allowed to participate.

Commissioner Barrone understood it was to be a face to face interview and didn't have a problem with Santa Fé County alternate, Commissioner Danny Mayfield participating.

Ms. Quintana had no problem with the interviews being face to face.

Commissioner Trujillo was fine with face to face but also fine with Commissioner Anaya participating.

Commissioner Mayfield said he was fully prepared to participate in the interviews but if the Board wanted Commissioner Anaya to participate, he had no problem with having him participate telephonically.

Chair Romero restated the interview schedule. Questions for the candidates were distributed to the board members. Candidates would not be present for the other candidates' interviews. She reminded the board members that no new questions would be asked. Clarifications could be made from their presentation or resumes. Board members would have time at the end of the interview for clarifying questions. The Board

would allow for any public comment right before going into executive session.

Chair Romero noted that Commissioner Barrone and Ms. Quintana had time constraints so she would try to keep things moving.

9:15 - 10:00 a.m. Joe Briscoe

The first interview was with Mr. Joe Briscoe and began at 9:25 a.m.

Chair Romero welcomed Mr. Briscoe and said this was a 45 minute interview. The Board members would take turns asking questions from the previously determined list of questions. Ms. Halfar would keep track of the time.

Mr. Briscoe said, "This room holds some fond memories for me. Many years ago I and other Boy Scout leaders took eleven boys to the scout camp out in Philmont at Cimarron. They wanted to see Santa Fé so they brought us down here and asked the police where we could put twelve stinky boys to sleep so they allowed us to sleep in this room. When we got back to Tulsa which was our home, we told everybody that we spent the night in the Santa Fé jail."

Councilor Wismer said, "Thank you Madam Chair. My name is Mike Wismer; I am a County Councilor in Los Alamos. I'm also a Boy Scout but I'm not stinky. Once a Boy Scout, always a Boy Scout, especially if you are an Eagle Scout. Please give us a quick review of your qualifications and anything not on your résumé. Specifically, what experience Joe do you have that relates to this position and have provided you the expertise to exceptionally fill this position? Please include your direct experience in public transit planning or the management of a public transit system."

Mr. Briscoe responded, "Well, I have extensive experience in management. I have been with several companies, sometimes with over 700 employees; sometimes with just one. I have years of management experience. I have had full profit and loss responsibility over those years and I believe that I can translate those experiences into improving the profits here. I will address these things as if I have been chosen so I don't have to say 'if I am chosen' every time. My experience in transportation is extensive. I did supervise some 700 trucks at one time and also pickups and automobiles. And I find that the ingredients that go into one form of transportation definitely peels off to the others. An example - one of your biggest costs in almost any kind of transportation is in insurance. Insurance is a direct result of safety. So by emphasizing safety you definitely improve costs in that area. Other things are definitely the same. You have schedules, you have personnel, you have equipment, you have preventive maintenance and you have the whole realm of things that you have to do like accounting so that you know where you are at any given time."

Chair Romero - "Thank you. Mr. Martínez, I'll turn to you for question number two, please."

Mr. Martínez said, "To give a brief overview of the makeup of the NCRTD, the District is comprised of representatives from five pueblos, four counties, and two municipal governments. The district is a region that is large in size and diverse in terms of community. What plans do you have to both address the unique needs of the various entities, yet also advance the unified vision for the District? How would you expand the NCRTD's mission and scope?"

Mr. Briscoe responded, "Well I've read every word that is on your website from top to bottom several times so I do believe I have some understanding of the district. There are a lot of things that I don't know that I will have to make myself familiar with. Probably the biggest area that I would concentrate on is improving ridership. I know there have been many efforts over the years to do that. But that is one of the things that I would do. And one of the ways that I would try to improve rider ship is by making speeches to the various service clubs and places like the city councils and county commissions. I think there are an awful lot of people in this region don't know very much about the RTD. I think that it is our responsibility to educate them. And, of course, increases in ridership will bring increases in funding. Funding is the direct result of that and by justifying our mission by rider ship, and then we can keep our funding coming in."

Chair Romero said, "Mr. Briscoe we will come back to funding at the end of our discussion so hold that thought. Commissioner Barrone, I'm going to turn to you for the next question, please."

Commissioner Barrone said "Regarding the organizational structure of the NCRTD, the Executive Director is supervised by a Board of Directors. What is your experience collaborating with Boards of Directors? What do you perceive as the role for the Board and what is your role as Executive Director? What is your philosophy in balancing the accommodation of the elected officials with financial realities? How would you resolve conflict and build liaisons?"

Chair Romero, "Let's start with the first part. This part is multiple hard questions."

Mr. Briscoe asked him to repeat the first part."

Commissioner Barrone said "Regarding the organizational structure of the NCRTD, the Executive Director is supervised by a Board of Directors. What is your experience collaborating with Boards of Directors?"

Mr. Briscoe responded, "Well, I've been on many boards. In fact, I've been on 11 nonprofit boards during my career and I thoroughly understand the importance of the relationship between the Board and the executives who are running the day-to-day operations. One of the things that I have learned over the years is that it is important to bring problems to the front before they come to be unsolvable. I had a business partner at one time who was the head of a major corporation and he said that was the bane of

his existence because people didn't tell him what the problems were until it was too late to fix them. So I think that bringing the problems to the Board; getting the board's collective input on that. But I don't think you want to bring everything to the Board. You want to bring it with suggestions that these are the alternatives and this is what my suggestion would be."

Commissioner Barrone said, "The second part was what do you perceive as the role for the Board and what your role is as Executive Director?"

Mr. Briscoe said, "The role of board is to set major policies - to help everyone understand what the goals are and what the limitations are. So I think that's what the Board must do. The Executive Director actually implements the policies that are put down by the Board. And we will definitely have to bring regular reports to the board on progress in those policies and that includes definitely the financials."

Commissioner Barrone said, "What is your philosophy in balancing the accommodation of the elected officials with financial realities?"

Mr. Briscoe replied, "I think the main thing there is to make sure you stay within your budget. And one of the things that I've done extensively over the years is budget preparation and understanding the difference that happen between reality and the budget. So I think keeping the Board informed on what is out of balance and then what I'm going to do about it is what I would have to do there."

Commissioner Barrone said, "The last part of it is how would you resolve conflict and build liaisons?"

Mr. Briscoe said, "I think you can keep the Board informed and not only keep them informed but that the process is fun. That would be an important thing to do. And when you have fun conflicts are less likely to happen."

Chair Romero asked Ms. Quintana to take the next question.

Ms. Quintana said, "The NCRTD is comprised of administrative staff, transit supervisors, dispatchers and transit drivers. In all there are 44 employees of the organization. Please explain your management philosophy and your approach to leading and supervising. Include the number of employees you have supervised as well as a description of your experience with human resources development. What attributes do you believe that assisted you in the past with regards to leadership and staff development?"

Chair Romero noted this had multiple questions too so "we will start with the first one. Please talk a little bit about your approach to managing and supervising."

Mr. Briscoe replied, "Well, one of the principal things in my philosophy about

management is chain of command - because I don't think it is proper for somebody to come in and start telling the drivers to do this and do that. You seem to have an excellent staff that you would want to go through that chain of command and not jump that chain of command. I think that is probably my leading philosophy on management. But also I would bring everyone in the organization into the decision-making process. The lowest paid employee still has some good ideas and if you let them share their ideas then you can definitely improve the operation. You can't implement all of their ideas because some of them are not any good. But you definitely want to listen to them and evaluate them."

Chair Romero said the second part was, How many employees have you supervised and your experience with human resources and policy development - so this is specific to human resources."

Mr. Briscoe responded, "Well I was top management with a number of operations and at one time I had over 700 employees that reported to me, through the chain of command of course. So I do have a lot of experience there. And one of the things that we had to take care of there was human resources - not in terms of hiring everybody but supervising the people who did, set the policies for pay and vacation and benefits - all of that sort of thing. So I do have a lot of experience with that."

Mr. Martínez asked for the name of the company.

Mr. Briscoe said, "That was Park Hill Truck Company, That was out of Tulsa Oklahoma. I later sold that company to Tri-State Motor Transit which is a fairly large interstate trucker."

Chair Romero said there was another part to this question before they moved on to other questions. It was about "attributes that have assisted you in the past with regards to leadership and staff development."

Mr. Briscoe replied, "Well, I was blessed by being able to stay in school and complete my master's degree which gave me mainly the nomenclature which is what college does for you. It doesn't really teach you how to do anything; you just learn the language so that was... And then later on, I was allowed to do some small supervision in small way which grew and gradually grew. Therefore, that was the attributes that I was able to capitalize on."

Chair Romero said, "We'll come back to some of the responses. Commissioner Trujillo, I will turn to you for number five, please. This has several parts so let's do the first one and then we will go on to the rest."

Commissioner Trujillo said, "Please describe your public transit financial management experience. Specifically, what is the largest budget you have been directly responsible for and how many funding sources did you manage?"

Mr. Briscoe responded, "I've actually had no experience in public transit. I have a lot of experience in transportation. And as I said before, the ingredients in one form of transportation definitely are true in all forms of transportation. You have schedules; you have personnel; you have equipment; you have your cost and so those things are what I bring to this operation. The main difference and, frankly, the only difference is cargo. It's whether you are hauling logs or people. That is the only difference - is just the cargo. And of course in terms of people you have a lot more precious cargo and you must take into account the human element there. And so courtesy and the fact that the drivers are the first and last person that the cargo ever sees makes it important that we always have good drivers who are always stressed that courtesy is the primary thing and also cleanliness of the equipment."

Commissioner Trujillo asked, "What is your experience with issues of both compliance and of solvency?"

Mr. Briscoe said, "Well, in any form of transportation you have a lot of compliance issues. As an example, when I first started in transportation, the Interstate Commerce Commission was in charge of safety and regulation of all sorts. That since has been deregulated but a lot of those responsibilities were put on the Department of Transportation in terms of safety You always have a lot of compliance issues and you need to make sure those are covered."

Chair Romero said, "The piece on solvency, just to let you know, was because a lot of agencies are facing deficits in the next several years including the City of Santa Fé, the County and others - all the municipalities so this issue around solvency is very important. How would you address the issue of compliance and solvency because compliance means you spend more money? On the issue of solvency with a newly forming organization it is critical. Any thoughts on those issues?"

Mr. Briscoe said, "Yes, I do have some. The issue of funding is going to be controlled by ridership as I said before. But the issue of safety is also important and we would have to stress for the people that for people that are going to be monitoring our compliance. So a good safety record means that the decision-makers have a lot more ability to justify funding us."

Commissioner Trujillo said, "Please also describe your experience with preparing financial reports and statements."

Mr. Briscoe replied, "I have done that my whole career. What I started out doing was cost accounting and that's what my master's thesis was about. And so I've prepared reports for a number of different operations. One of them - the size of the business was a big N-4 so we had to prepare a lot of those I also made reports to the Securities & Exchange Commission. For the SEC, those had to be put in timely and accurately and I did that for a number of years. And also, of course, when I was in the trucking business,

I had to make reports to the SEC regularly because those were nationally published information."

Commissioner Trujillo asked, "Just to clarify for me, can you give me the number of the biggest budget you were responsible for?"

Mr. Briscoe said "Probably five million dollars. At one time, during one year I spent $25 million of the company's money to buy new equipment and set up new operations so that was my responsibility. Also we bought some other companies too with that money."

Chair Romero asked Councilor Seeds to handle number six which was a two part question and would do them one at a time."

Councilor Seeds said, "This is on Funding and Strategy. Transit funding is a critical component for the NCRTD. What ideas have you formulated regarding future funding for the District, particularly given the current economic climate? Can you speak to any of the national trends around public transit funding and the implications for future resources?"

Mr. Briscoe replied, "I think one of the things that I would do, which I have done in the past is get to know the decision makers - not just the senators and the elected officials but their staff members. Because those staff members are frequently the ones that make those recommendations which are then acted upon by their boss. So I would get to know them personally which I have done in the past. I was in New Mexico for 14 years before I moved to Oregon and I still know some of them. Some of them are in jail."

Councilor Seeds asked, "Can you speak to any of the national trends public transit funding and the implications for future resources?"

Mr. Briscoe replied, "We have got to break our addiction to automobiles. That is just a given because, a, it is inefficient. I don't know how many times I seen on driver driving down 285 from Española to Santa Fé to get to work. That is very inefficient. The automobile maintenance is up to fifty cents a mile now so a person who lives in Española and works at the state offices here is spending a hundred dollars a month all on transportation. So we have got to do that. Also, of course, our addition to the automobile feed the terrorists and the people who are in the Middle East who are using our money to do things against us."

"So I think it is critical that we recognize that and that we use this particular resource to improve on that. That's really the main reason why I would like to have this job. Because I have been blessed with excellent health and wonderful family and a broad opportunity to learn different things in different industries. But what I want to do with the rest of my life is in public service and I think that providing safe, economical, reliable public transportation for people is about as much a public service outside of medicine as

a person can get into."

Councilor Seeds said, "Thank you for that, Mr. Briscoe. The last part of this question is what is your experience in securing local, regional, and federal funds as they relate to transit? What experience do you have in developing long range financial plans for transportation and in securing funds for transit / transportation?"

Mr. Briscoe said, "I was on the Planning Commission for a little town where I lived and also a city councilor. So we had to work on funding. We had to work with the State of Oregon because that was in Oregon to get our funding and to justify it through their processes. And so we had to work on budgets. I was on the budget committee there for at least 7 years during that time. And so we had to work on funding and that meant we also had to justify our use of all the money we got from Gross Receipts Tax. Taxes, of course, are also a part of this operation."

Chair Romero said, "Commissioner Mayfield, I'll turn to you for question seven and this has several parts to it. So, start with the first part."

Commissioner Mayfield said, "First of all, good morning, I am Danny Mayfield. This is on Ethics and Character. What three professional characteristics would you consider the most important for an Executive Director?"

Mr. Briscoe said, "I think probably the most important is honesty. That would go into almost every area. But another important character is empathy because you've got to understand and you've got to be able to feel how your clients/customers work and empathy for your employees. I think that is the second one. And then the third one is thoroughness. You've got to make sure that all bases are covered - not just concentrate on one little area but you've got to cover all of them as Executive Director. You have an excellent staff from what I read in the papers and on the website. But you've got to bring all those characteristics of all those people together."

Commissioner Mayfield asked, "What is your commitment to professional ethics and how would you handle the political pressures that could undermine your professional ethics?"

Mr. Briscoe said, "Well I don't think that letting political pressure undermine ethical stand is going to be productive in the long run. As I said, honesty is the main thing - the main characteristic one has to deal with. By being honest you can definitely work out the things that you have to do in the long run. And what we are here for is the long run, not just for an expeditious little problem solving. So I think that the political pressures would not come to bear."

Commissioner Mayfield asked for an example of political pressure.

Mr. Briscoe said, "It would be somebody who was elected. Let's say that somebody

in one town wanted to increase its commitment from the RTD. And if they put political pressure on you to do that and it was not expeditious - it was not in the long run long range best issue so the RTD would have to tell them 'no.' And that would not be popular with that particular town council or mayor if the mayor was putting pressure on."

Chair Romero said there was one last piece on this and she would turn to Governor Dorame on this one.

Governor Dorame said, "This may take a while. I noticed in your... and number eight pertains to any questions that pertain to your resume and going back to some the answers you gave for clarification. But I do know you. I have read your resume so my questions are directed at your resume. Do know how many tribes are involved with NCRTD?"

Mr. Briscoe replied, "Five, I believe."

Governor Dorame asked, "And do you have an idea or any inkling why the other tribes are not here or even members?

Mr. Briscoe replied, "I assume it is because they are out of the geographic area. For example, the Zuni Pueblo is not in the geographic area. There is one that is within the geographic area who declined to come on board. I don't know which one it is. I know I read it."

Governor Dorame asked, "Do you consider the Jicarilla a part of the North Central?"

Mr. Briscoe said, "No."

Governor Dorame asked, "Why is that?"

Mr. Briscoe explained, "Well because it is outside of the geographic area. Most of it is."

Governor Dorame asked, "Taos Pueblo?"

Mr. Briscoe said, "Taos Pueblo is definitely in the geographic area. And Taos is served by the RTD of course."

Governor Dorame said, "You mentioned meeting with several tribal councils. Can you name them for me?"

Mr. Briscoe answered, "Well, you pueblo, the Taos Pueblo, the Pojoaque Pueblo and let's see, San Juan. And I think Santa Clara. Yes, I know Santa Clara."

Governor Dorame asked, "What would be your outreach plans to include all the

tribes in the northern quadrant of the state?"

Mr. Briscoe replied, "I think making speeches before the various tribal councils to inform them of what the opportunities are. And one of the things that I would do and those speeches would be to invite the audience to take a ride on our equipment' to actually get to know it; to see what it does and where it goes and to see what the advantages would be in there. There are a number of people at the various pueblos who work in places not right there so they should be utilizing our service to get to and from their jobs. One other thing that I would consider and I'm sure this has been considered before is offering service on Saturday because that is when a lot of people go to town to shop. And if they could go to town on our equipment then they would not be utilizing their automobiles. I'm sure that has been considered and apparently rejected but it's worth considering again."

Governor Dorame said, "One more question. I would say anywhere from 80 to 90% of our funding for tribal transit systems comes from the federal government. Who would you approach in trying to secure more funding in the D.C. or the federal level?"

Mr. Briscoe said, "Well, certainly it would be to the federal congress, our congress people and our two senators and I used to know both of our senators in the past so I would try to rekindle that information. And as I said before, not just those decision makers but their staff who make recommendations. You remember when we went to D.C. on our project, we met with the staff members and they were the ones that we actually spent most of our time trying to get to know."

Governor Dorame said, "I was just checking on your memory. Thank you Joe."

Mr. Briscoe said, "I've still got that young staff member's name and number in my little black book."

Chair Romero asked, "Cynthia, how much time do we have left?"

Cynthia said fifteen minutes.

Chair Romero said, "Mr. Briscoe, I'd like to allow other Board members to have a chance but I'd like to go back to number six, please, which was around funding and strategy. As you know, we've been talking a little bit about funding. And at the national level, the transit dollars are being reduced as we speak. And the RTD has actually three funding sources. They come from the Gross Receipts; they come from the grants; and they come from a significant contribution from Los Alamos. So given that those are the three sources and that the national dollars are decreasing and other dollars are always tenuous, I'm looking for brilliant ideas on additional resources, given that we give free riderships so that is not part of the equation. Do you have any creative ideas, given the national economy and the local economy."

Mr. Briscoe said, "There are lots of nonprofit incorporations that do give grants. For example, New Mexico Community Foundation. They have given a lot of money in grants so I would continue to explore those. I have written a number of grants, myself and so I think that I can help with looking at those and make sure that is going out right. But there are a number of operations. Certainly we can tell a great story. There are national organizations such as the MacArthur Foundation and other foundations that give grants. So I would definitely explore those. And given the fact that the federal and state are a little hard up on money, we definitely have got to go to other sources but continue to tell our story well to state and federal and to Los Alamos, of course."

Commissioner Trujillo said, "My question is a general question. How would you feel about traveling to Española to work every day?"

Mr. Briscoe answered, "Actually it is easier to get to Española than it is to get to the current offices for me because I live out in the northwest. And I lot of times I've had to commute much further than that to get to my office. When I lived and worked in Houston I lived 35 miles from my office and that was over some pretty crowded freeways. So going to Española is not any big thing."

Councilor Wismer said, "Joe, I hope you don't mind me calling you that."

Mr. Briscoe said, "Please."

Councilor Wismer said, "I want to speak to you about something in your resume. In your answers you spoke of this trucking coming Park Hill Trucking Company in Oklahoma and you alluded to the notion that this represents experience on your part in transportation. I seem to have missed that in your resume. I guess what I'd like to know is more about this because we are looking at transit experience."

Mr. Briscoe said, "Yes, well I did not put it in my resume because... I alluded to it in my resume... because it was a number of years ago and so I didn't think that was as particularly germane to my more recent experiences as a consultant to various small businesses which enabled me to get experience everywhere. But I did keep up with transportation business even after I got out of that. My family was still in it so we discussed the facets of the transportation and then definitely fondness for it because I grew up in it and really enjoyed it."

Councilor Wismer said, "So your experience in it was that you were the CEO for a trucking company with over 700 trucks? Is that it? I'm just trying to get an understanding of your experience."

Mr. Briscoe said, "I was Executive Vice President so I was in top management and then I supervised and managed the largest division of that company."

Councilor Wismer said, "And so the mission of that company was the transportation

of goods?"

Mr. Briscoe said, "Yes - oilfield, pipeline and that sort of thing. Of course we had an extensive safety department. I think we had 14 cars out on the road that were checking to make sure that these trucks were operating safely."

Commissioner Barrone said he didn't think the last part of question 7 was ever asked. And it reads, 'What are your career goals and why did you leave or are potentially looking to leave your previous or current position?"

Mr. Briscoe responded, "What I've done for the past 27 years is to be a financial consultant for small businesses. And I think I've gotten an awful lot of experience in a variety of fields by doing that - by going into a company, evaluate their current operations and their plants - a lot of time rewrite business plan for them - a lot of time get them additional financing or funding so they can go forward with their plan. The reason I wanted to get out of that is because I wanted to get more into public service, as I mentioned before because I think that... Everybody says they want to put back. I am in a position where I can do that and I want to do that. So that's why I am trying to make a jump here in my career."

Commissioner Mayfield asked, "To follow up on that question, so you would propose to end your interest in your private business?"

Mr. Briscoe said, "Yes - with the exception that I have prepared taxes for some friends and relatives and I would probably do that during tax season but that is small. I can do that on weekends."

Commissioner Mayfield asked, "Do you remember in any of the things that you've done - any potential conflicts with this transit district?"

Mr. Briscoe answered, "Absolutely none."

Chair Romero said, "Mr. Briscoe, I've got a follow up on this. It seems that most of your experience has been in private industry and your goal of giving back to the community - the NCRTD is the equivalent of state agency so it is really not a non-profit. So I'm trying to relate the experience of the business - the giving back to a non-profit with running a state agency effectively and efficiently. We are brand new organization in many ways and we struggle with our policy and procedures and we are making headway in that. But we are in a different place than most nonprofits and most other municipalities in that our policies are still being developed as we realize we didn't have "x" policy. . So I'd like to hear more about your development of policy specific to human resources, financial management and then from the trucking perspective, our policies are critical for survival or for any municipality."

Mr. Briscoe said, "That's one thing I really bring to the table. I have a lot of

experience in profit and loss supervision. And one of the things that I would definitely do is to make sure that everybody is on the same page by having all of the staff participate in review of the business plan. The other thing that we'd do is make sure that everybody understand that while this is a state agency we still have to make a profit in order to stay in business or at least break even. And preferably make a profit and that way we would not have to go for so much funding."

Commissioner Mayfield asked for clarification on the type of employment and then hopefully clear it up for all of our applicants. This is a position that is appointed by this board as a one-year contract position. He asked if there were benefits and entitlements with this position.

Chair Romero turned to Peter Dwyer to respond to that.

Mr. Dwyer said, "I haven't looked at the contract very recently. But I do recall that it had the ability of the Board to terminate the employee - Executive Director - at any time and there was a severance package. I think it is 30 days or 60 days, I can't remember which. So it is really not a one year term - It is as long as the parties agree and then there are terms and conditions regarding separation from employment. In terms of how they are treated, it is as a contract employee. Regular employees don't' have a true contract. The Executive Director does. But the Executive Direct gets all the same benefits as a regular employee. It has normal benefits, leave, PERA, insurance, all those things and they would have leave. The difference is that instead of following the personnel rules that are set out for all the general RTD employees, the Executive Director's contract has specific rules on termination, leave and expenses and costs. Those kinds of things are spelled out explicitly for the Executive Director."

Chair Romero added, "Let me add one piece of clarification. It is that the Executive Director position is reviewed every year. There has been a process in place for that review that comes up on their anniversary date for that one year. Commissioner, was there a follow up question from that clarification on the contract? Or was it just for clarification for everybody where we were?"

Commissioner Mayfield said, "It was for clarification but it might be at the end of our whole applicant process that I'm going to ask of this Board, once we select a final candidate. Then there will still be the negotiation of a final contract."

Chair Romero said, "Correct. Thank you for asking because that will be one of the decisions that we will make or direction that we are given at the end. So thank you. Any final comments? I think we are heading toward the end of our time and...."

Mr. Briscoe said, "I have a question. Contract employee normally means that you get a 1099 instead of a W-2. Does this have a W-2?"

Mr. .Dwyer replied, "Yes it does."

Mr. Briscoe said, "My last comment is that an awful lot of the things that I said I would do have probably already been considered by staff. And so I definitely would work with staff to make sure that they can bring their best information forward instead of starting from scratch."

Councilor Wismer said, "Joe, on behalf of the Board, thank you for your patience and your sincerity in your answers today. We have been through a few gyrations with our process here but we thank you for your time and your effort and compliment you on you on your career."

Mr. Briscoe - "Thank you."

The interview with Mr. Briscoe ended at 10:07.

The Board took a short break before the next interview.

10:15 - 11:00 a.m. Harry Montoya

Chair Romero welcomed Mr. Montoya at 10:15.

Chair Romero, "Welcome, Mr. Montoya. We are thrilled to have you here. This is a 45 minute interview. We've got several questions that I'll pass around to the Board members. At the end we will reserve some time so that the Board members can ask questions from your resume or clarification on something that you said when you responded. With that I'll open it up. I'll start this time if folks don't mind and we will go around on the other questions."

"So Mr. Montoya, on experience - these are several part questions. Please give us a quick review of your qualifications and anything not on your resume. Specifically, what experience do you have that relates to this position - and this is the Executive Director position - that has provided you the expertise to exceptionally fill this position? And then I'll ask another question."

Mr. Montoya said, "Okay. What I did not include in my resume was probably a long list of committees and different organizations that I've been involved with in the past. Specifically, beginning with the New Mexico School Board Association, serving as their president and while serving as the president, I also had the opportunity to serve on various committees with the National School Board Association. Subsequent to that I participated in a lot of local committees - working with the Regional Planning Authority, the Solid Waste Management Authority, the Northern Area Workforce Development Board; serving in that capacity and feel that the experience that I gained there is certainly one that I have proven to be a good public servant and have a proven record of public service and successful public service. So I think those are some of the

qualities and qualifications that I bring in addition to being a native New Mexican - being born and raised in Santa Fé County. I have lived here all of my life. And part of the experience also while I served on the Santa Fé Commission here was that we developed a sustainable land use plan. Part of that included a transportation component that we felt certainly was an important aspect in terms of doing long term planning for Santa Fé County. I think that, you know, this experience has taught me a lot in terms of working - being a team member - being part of a group that is closely knitted in terms of working together toward a common goal. And certainly working with people in different elected and appointed officials has taught me that working humbly and respectfully - good things get done."

Chair Romero said, "Okay. I have another part to this question, Harry. Could you talk about your direct experience in public transit planning in the management or the management of a public transit system? "

Mr. Montoya said, "Beginning when I was on the Pojoaque Valley School Board, we were responsible for transit planning and transportation planning for the school district. We needed to ensure that students were going to be able to get to and from their house or their residence in a safe manner. So certainly that was the beginning of what was my experience in public transportation and certainly when we are dealing with people's children, they want to make sure that they are going to be safe and if they weren't, we certainly would have heard about it."

"The other aspect that I have in terms of direct experience has been with the Santa Fé Metropolitan Planning Organization. And on that organization, working with Santa Fé City Councilors. We had a couple of other commissioners that were on there as well. In terms of doing the transportation planning for the City of Santa Fé and Santa Fé County - serving on that Board. And then, of course, serving with the NCRTD and served on the Board for 3 years of the 8 years that I was on the Santa Fé County Commission. So those are the direct experiences that I have in working with regional transit and transportation issues."

Chair Romero said, "Great. Thank you so much. Councilor Wismer, I'll turn to you for the second question, please."

Councilor Wismer said, "Thank you Madam Chair. Harry, let me introduce myself. My name is Michael Wismer. I am on the County Council at Los Alamos. Welcome."

Mr. Montoya said, "Thank you Councilor."

Councilor Wismer said, "My question really focuses on mission and the correlation between mission and unity. To give a brief overview of the makeup of the NCRTD, as you know the District is comprised representatives from 5 pueblos, four counties and two municipal governments. The District is a region that is quite large and diverse. What plans would you have to both address the unique needs of the various entities but also

advance a unified vision for the district? And the second part I can wait until later for you to answer - is how would you expand the NCRTD's mission and scope?"

Mr. Montoya said, "Okay. In terms of the unique needs, I believe that the experience I have had serving in my capacity of Director of Hands Across Cultures and prior to that, working with Los Alamos Citizens Against Substance Abuse - and in those two organizations, having a board of directors that was pretty diverse. I believe in Los Alamos I had about 23 board members that I was responsible for reporting to and with Hands Across Cultures, there are nine that I am directly responsible for. Being born and raised in this area and then again working with Hands Across Cultures, Los Alamos Citizens Against Substance Abuse, Pojoaque Valley School board and the Santa Fé County Commission, I've had the opportunity to work with a lot of the different government entities that are sitting around this table. I've worked with a number of tribal governments as well. And I believe that, looking at it from the perspective that I've had and again, being born and raised here, the intercultural nuances that are here in terms of understanding the different cultures; understanding the different communities - the needs that each one uniquely has is something that I feel I'm very prepared to be able to address."

"In terms of looking at a unified mission, you know it's certainly not an easy thing to do in terms of how are we going to get, you know, eleven minds around this table to look at one specific way that we might want to do things. And I believe that my ability to listen and to gather information and , after listening to that information, to make a decision that is going to be in the best interest of the region is something that I have had experience doing. I did it and done it in all of the roles that I've explained thus far. I think one of the paths that would be important would be to meet with each one of you individually in terms of what your needs are in San Ildefonso and Taos and Rio Arriba, Española, Los Alamos and find out what are the unique needs that you have in terms of beginning to address what needs to be done. I think that bringing those to the full board and then acting on them and working together, we can do some things in terms of coming up with a unified mission so that we are all on the same page, if not on the same page, at least in the same book."

Councilor Wismer asked, "How would you expand the RTD's mission and scope?"

Mr. Montoya replied, "I've been looking at a lot of what has been done over the years. One of the things that has come up recently is the whole concept of scenario planning. And if I might share just a little bit in terms of what scenario planning is and what it does. It brings together and engages community members, you know, and public officials, private industry leaders to create and assess a range of future alternatives for a state, a region or a city. This is something that land use is part of; economic activity is a part of it and transportation is certainly a part of it in terms of what can be done in terms of scenario planning."

"I've seen the service plan. I've seen the annual updates. And this is a bit different

from what is currently in place. And I think this is a place where I would propose that we start in terms of taking a look at the different communities and what the unique needs are in each of the communities, based on each scenario that there is. The other part of this is that it looks at what is already in existence in a region. Scenario planning helps identify those changing factors in advance and proving project prioritization. So you know these are certainly things that... and an aspect of planning that I did not see, at least while I was on the NCRTD Board. And I would propose that this is certainly something that would look at how we could move forward in terms of putting together really a plan that is going to take a look at how we are going to fund what it is that we are proposing and how we are going to fund what we already have in existence. So that's how I would look at expanding it."

"Secondly, I took a look at the web site. There I believe in the Blue Bus Story link there is a number of different sublinks in there and I think one of them was The Jim West Story, Regional Center, Transit Center, Community Connections, Rider Stories. And all of that is under construction. And I would say we need to get that up and running immediately. Also feedback from individuals, you know, because there was another link there that provides feedback. And I would say that part of ensuring that we are doing a good job - we get that feedback and we can do something with it in terms of what are we going to do for short -term and long term goals and planning. That certainly would help in terms of expanding the mission of the NCRTD. And it also goes along with what Goal 5 is in the plan - to develop performance measures. So if we develop performance measures, we are going to be able to monitor exactly what we are doing, how we are doing it and if we are being effective or not."

"I would also propose that we take a look at the salary schedule... not the salary schedule but a rate fee schedule that has been at least adopted but not really implemented and taking a look at whether or not we need to possibly adopt that schedule in order to offset any costs or shortfalls that may come about as a result of not having enough Gross Receipts Taxes or state funding or federal funding. But certainly look at what would need to be done in order to make sure that we have some sort of a sustainable income. Because we all know that Gross Receipts Taxes, the Highway Trust Fund which is where the federal dollars go in and everybody in the country relies on for transportation funding. You know that thing has been inadequately funded since 1993. There has been no increase in that trust fund and that's again, where everyone relies - tribes and local governments, state governments and everyone who is the transportation business relies on that fund. And if we haven't seen an increase since 1993 then we need to look at how we are going to sustain what it is that our constituents are requesting."

Chair Romero said, "Mr. Martínez, I am going to turn to you for number three, please."

Mr. .Martínez said, "This one you touched on a little already. Regarding the organizational structure of the NCRTD, the Executive Director is supervised by a Board

of Directors. What is your experience collaborating with Boards of Directors? What do you perceive as the role for the Board and what is your role as Executive Director?"

Mr. Montoya said, "Councilor, I thank you for that question. I would just reiterate that, you know, working directly under a board of directors, you know, that's been pretty much what I've done for the last 20 years of my life - sixteen with the Hands Across Cultures organization and then four prior to that with Los Alamos Citizens Against Substance Abuse. And in each instance, you know, as I mentioned I had about 23 in Los Alamos and currently 9 in Hands Across Cultures. Certainly my experience has been that in order to be successful and to make sure that you are doing a good job, the lines of communication have to be totally open and transparent. You know one of the things that I make sure is that I inform the board members of things that are going on internally as well as what, you know, we are doing externally in the community as well. You know, and I mentioned that it's not always an easy task in terms of juggling different needs because I know and it has occurred while I served on this Board, you know that different communities, different governments come in requesting that a certain route be done. And you know, taking a look at... You are not going to be able to please everybody. That's just a reality of life. You know, if you aim to please everybody, you are setting yourself up for failure in my opinion. There's always, in my opinion, the ... and the way we operate too is the ability to agree to disagree, you know. And when you do it that way it certainly makes it a little bit easier in terms of maybe saying, you know, I'm sorry Councilor. I'm not going to be able to accommodate you with that route within the pueblo but you know, maybe we can look at some other ways of doing things. So it's been a real balancing act I think and, again, because of my experience in management and my education it has lent itself well to working with people."

Mr. Martínez said, "The rest of the question reads, but I mean you pretty much expanded on all of it but the part here is, what is your philosophy of balancing the accommodation of the elected officials with financial realities?"

Mr. Montoya said, "Again, you cannot, in my opinion, do something if you don't have the money to do it. That's just the way I operate, you know. In the non-profit I run and when I sat on the county commission because if you don't have funds to implement something and you go ahead and do it anyway well then somebody is going to suffer. You know, you're going to have to cut from some other line item; you're going to have to cut from some other program. And, you know, it's just a reality that I would hope that as individuals we could communicate with one another, talk with one another and, you know, certainly look at things in a practical manner in terms of is this something that we can do. And if we can do it, let's do it. But if not and the funding is not there then I certainly would not come to the Board and make a recommendation that, you know, we have to, you know, do a certain route."

"And just maybe expanding a little bit on the route process. You know, I think it is important that we have a process where we can vet the different routes. If Councilor Seeds comes up and says we need to expand the Riverside to the west side route and

... I would ask that anyone would bring the data in terms of, okay, have we done the research on what the needs are; do we know what currently is in existence - have a formal process so that it is not just something because someone wants that route. But that's the way that things are going to be done. Certainly if you do things that way without planning you are setting yourself up for long term consequences that are probably not going to b e good as opposed to having that formal process of - let's work with one another on this."

Chair Romero said, "Thank you. Commissioner Barrone, I'll turn to you for the next question please."

Commissioner Barrone said, "Mr. Montoya, good morning."

Mr. Montoya replied, "Good morning."

Commissioner Barrone said, "Thank you for being here. The NCRTD is comprised of administrative staff, transit supervisors, dispatchers and transit drivers. In all there are 44 employees of the organization. And there are three parts coming with this question. Please explain your management philosophy and your approach to leading and supervising."

Mr. Montoya said, "Okay. I would say that my approach to management is and always has been to be, you know, open and honest with your staff. Don't, you know, surprise them with any thing you wouldn't want to be surprised with. In other words, treat others like you would like to be treated. You know, I feel that being inclusive is certainly, you know... I've never come across or never will come across as being dictatorial without including, you know, the Board, the staff, the individuals that need to be involved in making a decision and making them a part of that process. You know, as opposed to trying to be exclusive and trying to impress everyone that, you know, I'm the one who knows everything and this is the way it should be done. That's not the way I operate. I never have and never will. So inclusiveness, participatory... I would say, learning what it is that we are trying to accomplish - a lot of ways that I look at doing things. I believe that I am an effective listener so if there is something that needs to be done in terms of that concern that an employee may have. You know, let's talk about it. You know, let's not just come to some rash conclusion that this is how things may need to be to work out. So very open, very honest, you know. Certainly I believe my ability to listen is certainly something that has worked well for me and, you know, in my professional life and being a public servant, as well. My ability to communicate and communicate clearly is certainly another component that I believe in in terms of management philosophy is the way I see that things need to be done."

Commissioner Barrone said, "Include the number of employees you have supervised as well as a description of your experience with human resources policy development. And the third part of this you kind of addressed it already. But what attributes do you believe have assisted you in the past with regards to leadership and staff

development?"

Mr. Montoya said, "Okay. So do I have to answer that one again or?? Okay, the largest number of employees that I've supervised at Hands Across Cultures is 7. The number of employees that I had In Los Alamos was about three. There were three there. When I was working with the State I supervised 5 individuals in that capacity. And when I was working at Piñon Hills Hospital, there were about 5 there, as well."

"In terms of policy development, I developed all of the policies and procedures that governed the way Hands Across Cultures is operating at this point. We've gone through the initial development of those policies and procedures and just continued to refine them over the years as things change and governments require additional sort or reporting requirements we have adapted and adopted those policies. So I've been very hands-on in terms of doing a lot of that policy development."

"And then, I guess, just touching on the leadership skills, I can't emphasize enough the ability and the willingness to listen. Because I think one of the things that I learned and one of the things that I've done professionally over the years is, you know, in addition to having an advanced degree, I've continued to take advantage of continuing education opportunities so, you know, I could continue to learn and I want to make myself a better manager and a better person. You know, I seek different professionals for, you know, personal mentorship and direction. And you know the bottom line always comes back to, are you willing to listen, you know. And if you are willing to listening and sometimes put your thoughts and what you think needs to be done aside and listen to what somebody else has in terms of their suggestions. You know I think things work a lot better that way in terms of not creating a lot of conflict. So listening and communication are the leadership skills I'll just reiterate. I believe I've strived to make myself better. I've continually strived to make myself better and I look at learning as a lifelong process. And whenever we feel that we have learned enough, that is when we begin to probably do as good a job as we should."

Chair Romero said, "Thank you. Mary Lou, I'll turn to you for question 5. This is on budget responsibilities."

Ms. Quintana said, "Please describe your public transit financial management experience. Specifically, what is the largest budget you have been directly responsible for and how many funding sources did you manage?"

Mr. Montoya said, "Specifically for the transit, you know, with the Pojoaque Valley Schools, you have a set amount that is applied for according to bus miles and the routes that are there. The overall budget for the Pojoaque Valley Schools is about $27 million. And the transportation was a part of the $27 million. It wasn't the full $27 million. It was probably about $2 million for the transportation. And then working here as a Santa Fé County Commissioner we were responsible for an oversight of about a $215 million budget which included our responsibilities for transportation specifically in our

membership with the NCRTD. In terms of ... Could you repeat part of that question again, please?"

Ms. Quintana said, "How many funding sources did you manage?"

Mr. Montoya said, "Okay. In terms of funding sources, again with the schools it was set through the State so it was a state funding source. For the County and for the work that I'm doing, you know, it was you know through our general fund so you know it was very specific in terms of where that was coming from. When we adopted the Gross Receipts Tax, of course the one that is coming to the NCRTD, that was, you know, another avenue of funding that was created that is flowing through the county - and I don't know if it is still operating that way but it was flowing through the county and then handed over to the NCRTD. Last figures I saw on the GRT, it was probably about 1.7 - between 1.7 and 2 million. I know when we originally were looking at Gross Receipts Taxes; it was in the amount of about 2.2 million. But I don't think they ever materialized for that complete amount in terms of the 50% that was going to be given to the NCRTD. And, of course, the other 50% was strictly to be funding for the Rail Runner."

Ms. Quintana asked, "What is your experience with issues of both compliance and of solvency? Please also describe your experience with preparing financial reports and statements."

Mr. Montoya said, "For the past 23 years, again, working both in the non-profits, state government, private industry - I've got about 23 years of budget management and planning experience. I am responsible for developing the budget for Hands Across Cultures. That budget has ranged anywhere from four hundred thousand and 1.2 million dollars over the years that we've been in business. Again the budgets that I've mentioned in terms of the overall with the schools, with the Santa Fé County Commission, the budgets that I had when I was at Piñon Hills both as the Clinical Director and as the Marketing Director were probably in the term of a hundred thousand. In terms of compliance, you know, I've worked through the private industry where working at- Piñon Hills you are required to have a certain compliance requirements that are met in order to continue your accreditation process so, you know I am very familiar with some of the JCOH requirements that we had - Joint Commission on Operation of Hospitals or something. That is what JCOH is. It has been a while since I've worked on those policies. My responsibilities at Hands Across Cultures - we have federal and state grants, foundation grants. Each one of them has requirements that we are required to follow. So the requirements that are currently funding or fall under the NCRTD in terms of funding sources are not any that I am not familiar with in terms of federal, state grants, you know, local funding that is received - gross receipts. So I am very familiar with all the sources, again, having the opportunity to work not only in the private sector but also as a public official and knowing what those funding sources are and what the requirements are to ... in order to insure that we, you know, don't fall out of compliance with what it is that we are needing."

Chair Romero said, "There is one piece of this that is around compliance and solvency and I think a little more detail might be helpful on - there is compliance with federal agency and state agencies as a transit district. But the solvency issue is around actual ideas to make sure that an entity doesn't have problems in the long run around solvency given budget constraints. So if you could give a little more detail on some ideas that you might have around solvency as it relates to compliance. Compliance means you spend more money in order to meet all the requirements. But that creates a tension on the funding side and the financial side of it. So that's the question around compliance and solvency. Any ideas on that?"

Mr. Montoya responded, "So when you are talking about solvency are you talking about seeking other avenues for revenue generation?"

Chair Romero said, "Staying in the black."

Mr. Montoya said, "Okay. So you know, part of what I would suggest and I maybe already suggested it a little bit, is looking at the rate fare schedule. You know that is something that I think we certainly need to look at in terms of solvency of the organization. Other ideas may be looking at revenue generation through advertising on the buses. I know there is a policy that... I don't know if it has been adopted or is still in draft form that is a draft document whereby you use the NCRTD property whether it be a building, a bus, a right of way where you may do some advertising or allow other businesses to advertise, utilizing NCRTD property. That would be something I would look at in terms of solvency. I would look and suggest that if it is feasible and legal to do, some of the investment that we did at the county level to look at the cash balance that is in existence for the NCRTD and maybe invest part of that cash balance the way some of the local governments do that. And if that is one thing that is possible, I know that in Santa Fé County when we began doing that, we certainly saw a lot of additional revenue being generated that existed, you know, in terms of solvency within the government. So I certainly look at that avenue as well in terms of, you know, creating the solvency that's needed."

Chair Romero said, "Thank you."

Mr. Montoya said, "You're welcome."

Chair Romero said, "Councilor Trujillo... Commissioner Trujillo, I'm going to turn to you on funding and strategy. This is a multiple - I give you the heart of these multiple ones, don't I?"

Commissioner Trujillo said, "Good afternoon."

Mr. Montoya said, "Good morning."

Commissioner Trujillo said, "Transit funding is a critical component for the NCRTD.

What ideas have you formulated regarding future funding for the District, particularly given the current economic climate?"

Mr. Montoya said, "Okay. I've touched a little bit on that and I will just, you know, again in terms of the highway trust fund. You that, again, is what the federal government really relies on and that trickles down to the state and local governments. So that may require us looking at, I don't know at this point. I pray for an act of God that something happens in this country just cause everything that is happening is not good when you look at all the budget cuts. You have a congress that can't agree on what needs to be done and it impacts on services here as well. So we can talk to the congressional delegation but, you know, unless we get some real cooperation in terms of what can be done, we will continue to see stagnant funding from the federal government in terms of what we what we are, you know, currently receiving. And then again that impacts state funding, as well. So I would propose that we look at foundations. Certainly there are a number of foundations here in New Mexico that we would need to at least seek if there are opportunities there for transit funding, you know, we can maybe tie some of that specific to transporting , you know, individuals who have maybe a need for doctor's appointments, a need for getting to work, that sort of thing. I know that some of the foundations will look at those types of services and provide funding for them. Again, looking at the possibility of the fee schedule - possibly having to charge a fee. You know that has not been something that this Board has looked at favorably over the years. But, you know, if you are going to look at wanting to stay in business and continue to provide the routes that are being provided, you are going to look at, to me, every opportunity that there may be to seek additional funding. The other part, I would say, public/private partnerships, you know, in terms of what other, you know, entities are out there. And they don't necessarily have to be in New Mexico. I mean there are oil and gas companies out there. They are making quite a bit of money off of transportation. We could maybe look that time as a possible source of being able to complement the funding that is here and that is needed to sustain what we have. So you know, those sorts of partnerships, I think need to be explored in terms of looking at the big picture and not just relying on just one source of funding and just diversifying as much as we can."

Commissioner Trujillo said, "And I guess that leads to the next one. Can you speak to any of the national trends around public transit funding and the implications for future resources? You have kind of tied it all together. The second part of the question is what is your experience in securing local, regional and federal funds as they relate to transit? What experience do you have in developing long range financial plans for transportation?"

Mr. Montoya said, "Okay. In terms of securing regional, I mean, you know we passed the gross receipts tax and right now that is pretty much the avenue we have available in terms of funding of the transportation needs here for this particular district. The other avenue that may be considered is, you know, asking the local governments, you know, if there is a possibility of maybe a quality of life referendum. You know we

certainly have a number of different gross receipts taxes that are available to implement. And I know that in Santa Fé County, the majority of them have been implemented and I don't know if, maybe in Taos or Los Alamos, City of Española, Rio Arriba County, there may be that possibility of looking at that potential as a possible funding source that may be able to come to the Transit District or a portion of it come to the Transit District. So that's one thought that I would have in terms of looking at securing other regional sources of funding. And can you repeat the second part, Commissioner?"

Commissioner Trujillo said, "What experience do you have in developing long range financial plans for transportation?"

Mr. Montoya said, "Okay. The experience that I have there again relates to my serving on the NCRTD Board and serving on the County Commission and the Pojoaque Valley School Board in terms of looking at, you know, numbers basically in terms of this is where we are at; this is what we are projecting and this, you know, is what we need to work with. So again, my experience has been working with those entities, you know, both the NCRTD and the Santa Fé MPO - the Metropolitan Planning Organization."

Chair Romero said, "Councilor Seeds, I'll turn to you for number seven, please."

Councilor Seeds said, "Harry, what three characteristics would you consider the most important for an Executive Director?"

Mr. Montoya said, "Me, personally, in terms of what I bring or what you are looking for in terms of..."

Councilor Seeds said, "Well, what do you bring as an Executive Director?"

Mr. Montoya said, "Okay. You know, people, in terms of looking at honesty, trustworthiness, hard working, able to listen, communicating - good oral and written communication skills - able to determine, for example, because there are a lot of things that, you know, may or may not be things that need to be disclosed publicly but certainly within, you know, open meetings. And knowing how to discern between what's, you know, appropriate for public disclosure and what's appropriate for, you know, executive session and information privy only to board members. I think that is important to discern between the two. You know and I would say that people have in... Describe me as that type of individual who is respectful, humble, able to listen and communicate well. And, you know, I strive, like I mentioned earlier, to do those things and to be that type of an individual and , you know, I will continue to do that in the capacity as, you know, the Executive Director , should I be successful and being selected. And to me those are qualities that I think are necessary and feel that I would bring to the table."

Councilor Seeds said, "And a follow up question, what is your commitment to professional ethics and how would you handle the political pressures that could

undermine your professional ethics?"

Mr. Montoya said, "You know, professional ethics, I mean, you know since I was on the school board - even now with Hands Across Cultures, we have conflict of interest statements. You know, and certainly I see ethics as something that, you know, you can write a list of, you know, you can promise to do this; you know all of these things. To me, ethics comes from within. You know, to me it is the way you are taught. The way I was taught by my parents was to be what I have expressed earlier in terms of honest and trustworthy, you know, respectful, humble. And you know you can try to teach it; you can say I am going to sign this form. But unless you live it and do it, it is something that is sometimes hard to be taught. And I just see, you know, the, you know, being in this type of position is no different than being an elected official. You are going to be scrutinized because people are going to look at how you are spending the money, you know. Are you spending it wisely? Is it being an asset to the community in terms of the way that it is being spent? Or is it being spent, you know, frivolous in the way things are being handled. So, you know, in this position, you know, again, I think the experience I've had working in the nonprofit sector, you know, I'm no less exposed to any of the, you know, the how can I say it diplomatically? The criticism - you know, no less exposed to the criticism than of the press than I would in this position here. You know, I think that certainly over the years that I've had and public service has certainly created an awareness of, again, you know, when something is appropriate to be said and something is best left unsaid."

Councilor Seeds said, "Lastly, what are your career goals and why did you leave or are potentially looking to leave your previous/current position?"

Mr. Montoya said, "You know the way I see it, and again, the experience that I've had, throughout my life has been to work in the community and be part of the community. And this position allows me to be part of a larger community and region. And it's kind of a natural next step in terms of my professional development and my professional maturity. And so, in terms of why I would leave, I'm looking for a challenge and I certainly see this as a big challenge. I see this as a big opportunity, as well. I think the NCRTD has a lot of ... I mean it is still in its infancy. You know when you look at the development of any organization; it is like the development of a child. And really, this hasn't even reached adolescent stage. That's when it gets really crazy. But, you know, certainly, that's what I'm looking for in terms of a challenge and wanting to continue my community service."

Chair Romero said, "Thank you. Governor Dorame, I'm going to turn to you for the question that you had asked earlier that is for all of the candidates."

Governor Dorame said, "Thank you Mr. Montoya for being here today. I always addressed you as Commissioner and with all due respect to my Commissioner here, I would like to go ahead and do that again."

Mr. Montoya said, "Thank you."

Governor Dorame said, "Commissioner Montoya, I would like for you to put your tribal government hat on because these questions pertain to tribal governments. Some are easy; some are hard. But bear with us. These questions are very important to the Native communities."

"How many tribes are members of the NCRTD?"

Mr. Montoya said, "Five."

Governor Dorame asked, "Who are not members?"

Mr. Montoya said, "Nambe Pueblo and the Taos Pueblo that are in this region."

Governor Dorame asked, "What about Jicarilla?"

Mr. Montoya said, "And Jicarilla - yes."

Governor Dorame asked about Picuris.

Mr. Montoya said, "And Picuris."

Governor Dorame said, "And I'll throw in another one. What about Navajo Nation?"

Mr. Montoya said, "Yes."

Governor Dorame asked, "What about them?"

Mr. Montoya said, "You know, in terms of the immediacy, I certainly see in the immediacy, the pueblos of Nambe and Taos in terms of looking at them immediately, in terms of looking at can we get them to be a full partner. In terms of looking at Jicarilla and Picuris, we can certainly begin to engage them in the conversation as well. Because, again, when you look at the possibility of more partners you look at the possibility of more revenue. And you know, even the Town of Taos. I don't know how much they are engaged with the County but I think the town of Taos needs to be approached as well. But I think certainly I see the potential of the tribes you have mentioned to become a part of a regional transit system. They are in and part of and should be a part of this District, as well."

Governor Dorame said, "thank you Commissioner. I have one more question and I know you talked about it a little bit. The question of budgets. But I want to be a little more specific. I would like for you to describe how you would secure money for the tribes."

Mr. Montoya said, "You know I think it is important for us to work with the tribes and any opportunities that there are particularly with federal funding how we would be able, you know, to apply for some of that funding. Some of it might require that the individual tribe would be the one that has to apply directly for that funding. And I would see, you know, that my job would be to assist, you know, in that process in terms of working with the tribe and the staff there to complete that application and get it in for consideration of federal funding. You know we would certainly look at, you know, how it would best fit into the overall scope of what we have in terms of the current service plan. Certainly look at what the connectivity needs are in each of the pueblos and make sure that... one of the things and I'll just mention that while I was on Commission we worked very closely with all the tribes and ensured that we had a number of MOUs with each of the tribes addressing different needs. And I would certainly look at... to me, respect goes a long way in working with the tribes and we need to be all inclusive."

Chair Romero said, "Thank you Governor. We are out of time but I haven't had a chance to ask a question so I hope the answer will be a little shorter than usual because we are out of time, Harry. I'll quickly ask - the job description specifically called for a degree and actually a master's degree in either finance, planning or transit. As well understand from your resume, your degree is in counseling which is different than what we asked for. Given that we are facing tremendous financial pressures in the next couple of years, that was a preferred qualification. I'm just trying to figure out how you will take your degree in counseling and apply it to these three areas that we really think are critical for the survival of the RTD which are specific to finance, planning and transit. So I just wondered about that connection."

Mr. Montoya said, "Okay. I guess I read it a little different, Councilor Romero. It said a master's degree in business, planning or a related field. And I would say that the way that I have utilized my degree in counseling psychology over the life time that I've had it. I haven't had it for a lifetime but since 1984 has certainly translated to budget management, working in transportation, worked in the area of substance abuse prevention, worked in the area of youth leadership development. I've worked in a number of different ways and I don't see that not having a specific degree in transportation or finance is or would be a detriment to my ability to fulfill the capacity to do this job."

Chair Romero thanked him for his time and told him the Board was having candidates wait outside during the interviews.

Mr. Montoya shared three letters of recommendation with the Board.

Chair Romero thanked him for his time. The interview concluded at 11:10.

The Board took a short break.

11:15 - 12:00 p.m. Anthony Mortillaro

At 11:19, the Board began the interview with Mr. Mortillaro.

Chair Romero said, "Welcome. I really appreciate you doing this. It has been an interesting process. We have seven questions to ask and some of them have multiple parts to the questions and we pass them around for the board members to ask and then we allow enough time at the end to ask additional questions around clarification and then one question came up earlier that we are applying to all the candidates. It is not on the list but we'll have Governor Dorame ask it. So I'm going to turn to Commissioner Barrone to start the questions and what we'll do is, we have the 45t minutes and then we have additional time to ask additional questions. So this one is on experience. Commissioner, I'll turn to you first on the question number one."

Commissioner Barrone said, "Good morning. Would you please give us a quick review of your qualifications and anything not on your resume? Specifically what experience do you have that relates to this position and has provided you the experience to exceptionally fill this position? And then there is a second part. Please include your direct experience in public transit planning or the management of a public transit system. If you need us to go back to it, we can."

Mr. Mortillaro said, "Okay. Well first of all, in terms of my experience, I have over 30 years of general management experience working in a variety of local governments, a variety of states and a variety of environmental situations, economic situations. More specifically, as it relates to this position, I have a master's in Public Administration. I won't tell you when I got that. And as you all know I am currently serving at the interim executive director for the District and prior to that I was consulting for the District. I've also served on the District's Board of Directors since the commencement of the District back in 2004. That's almost seven years if you can believe that. And was very involved from the initial start up and I've always been involved in the District as a contributing member of board until December of 2010. I chaired the District's Personnel Committee and then chairing the District's Finance Committee. And then when there was a consolidation of committees, I chaired the Finance Consolidated Committee."

"I've served while I was at Los Alamos as a member of the LA Bus Board for several years and was involved in facilitating in the acquisition of the LA Bus and then its folding of the system so that Los Alamos County could then take over and develop its own bus system which is known as Atomic City Transit The development of Atomic City Transit started in 2007 and it's been four years in service. I was involved with the staff through that process. And to date I believe in that small community has transported over one million riders in that short time."

"When I was at the city of Blaine Washington, I was involved in the annexation of the city into the Whatcom County Transit District which was a regional transit authority. The

city wanted bus service and it required annexation. I also was a member of the Transit Advisory Committee for three years there. So as you can see I have had quite a bit of experience and with transit entities involvement and oversight of transit systems. I'm also familiar with state and federal funding resources such as 5311, 5310 and 5316 and all the alphabet soup that relates to transportation systems funding on the federal level such as ICETEA 221 and Safetelu as well. And I've had - I've been involved in overseeing and working with staff and consultants on the outline of transit plans. Los Alamos County developed a ten-year transit master plan. The District had consultants that developed a transit master plan for the District as well and the Whatcom County Authority when I was on their advisory board - the county transit master plan that was being developed at the time."

Chair Romero said, "Thank you. Let me jump around a little bit to give everybody a break. I'll turn to Commissioner Trujillo on number two please. See you thought you were saved and I jumped just to give Mary Lou a break."

Commissioner Trujillo said, "To give a brief overview of the makeup of the NCRTD, the District is comprised of representatives from five pueblos, four counties, and two municipal governments. The district is a region that is large in size and diverse in terms of community. What plans do you have to both address the unique needs of the various entities, yet also advance the unified vision for the District? How would you expand the NCRTD's mission and scope?"

Mr. Mortillaro said, "Can you repeat the last part of your question?"

Commissioner Trujillo said, "How would you expand the NCRTD's mission and scope?"

Mr. Mortillaro said, "In terms of the unique needs of the District, those are reflected in terms of the master transit plan that the District has adopted and each entity that provides its own transit service such as Los Alamos County, Santa Fé Trails, are kind of a unique system here in that the District provides services for some entities and some entities provide their own services, which is - I'd call a bifurcated system. But it is one that works well for the large area that we serve and unique systems that we have. Basically, if you think about it, we had a donut and didn't have any spokes to the donut. And when the NCRTD came into existence, we were able to put those spokes into the donut or the wheel and now there is interconnectivity between Santa Fé, between Los Alamos County, between Rio Arriba County and Taos County. And that's been critically important for the 4 county region. The pueblos are part of it. We have tribal subcommittee and I've attended those meetings and participated in those discussions about the pueblos and their unique funding needs. And the District provides service to those pueblos and the pueblos also go out and seek their own funding for transit needs beyond what the District provides."

"From my perspective, we need to continue to provide the services to north central

New Mexico as we have been doing and also seek ways by which we can provide additional services where there are needs that are not being met. As a result of that, it is going to take funding and, as you know, funding is difficult during this recession. Municipalities have had to reduce their budgets; counties have; federal government has. And it is incumbent upon us to put our resources that we have to their best and most efficient use and where the need is the most. And that is a decision that has to be made in conjunction with the Board of Directors. It is not the Director making those decisions about where service goes and when it is provided. The Director may be involved in making the recommendations along with the staff but at the end of the day it is the Board's decision where and how you want to allocate those resources. I think the vision of the District is a collective vision. It is not the Director's vision; it is the Board's vision and the Director implements that vision and carries it out. Obviously the Director has some input into it during the process of development of it but at the end of the day, it is the board's responsibility to adopt that vision and the Director's job to carry that out."

Chair Romero said, "Commissioner Mayfield, I'm going to turn to you for number three, please."

Commissioner Mayfield said, "Thank you. Relationships and Accountability - Regarding the organizational structure of the NCRTD, the Executive Director is supervised by a Board of Directors. What is your experience collaborating with Boards of Directors? What do you perceive as the role for the Board and what is your role as Executive Director? What is your philosophy in balancing the accommodation of the elected officials with financial realities? How would you resolve conflict and build liaisons?"

Mr. Mortillaro said, "Okay. If you wouldn't mind, could I ask you to ask just the first part of that question?"

Commissioner Mayfield said, "What is your experience collaborating with a Board of Directors?"

Mr. Mortillaro said, "I have extensive experience in collaborating with a Board of Directors. I worked for city councils and county councils. The city council is a board of directors - so our county councils. During my thirty years of experience I've worked with city councils as large as 9 members and as small as 5, the majority of them being seven. As you know the District has 11 board members and eleven alternates. In essence you are dealing with 22 people because you have to interact and have relationships with both the alternates as well as the directors of the board. And I've also served on boards of directors in various capacities and various entities so I have been on both sides of the table - never in an elected position but in an appointed capacity. And on non-profits as well. For example, the Senior Hub of Adams County which is a large metro county in Denver. I was on the board of directors for the Senior Hub whose services included transportation services for those seniors. So I believe from that perspective I've had quite a bit of experience. So I have experienced different

relationships and different individual types of people that served on the board. And I've always tried to be cognizant of why they got on the board; what their needs were; what they wanted to accomplish and tried to facilitate that but also staying true with the larger board's direction. You'll get individual councilors who are board members. I've always been very prompt; I've been very responsive in addressing those as long as they didn't go outside of the larger board's direction. And I think that is very important to keep in mind. .

Commissioner Mayfield said, "What do you perceive as a role for the board and what is your role as Executive Director?"

Mr. Mortillaro said, "Well the board's role is to set policy and to oversee the Executive Director. And it's the Director's role to carry out the board's policy directives I can make recommendations to the Board to provide his or her best professional recommendations and make sure the board has all the information need to make an appropriate and well informed decision. Also the Director oversees the day to day operations of the District."

"But in that respect, again, the Director is responsible to the Board, to the constituents of the District and carrying out the Board's policy directives."

Commissioner Mayfield asked, "What is your philosophy in balancing the accommodation of the elective officials with financial realities?"

Mr. Mortillaro said, "Well those tend to be difficult decisions because at times there are requests for services and there is not sufficient funding. And I think those are the kind of discussions that we're going to be having here in the near future considering the District's possible financial situation for the next ten years. There will be some extensive discussions about that and we're going to have to look at how to align those services within the financial realities of what is available. And what are those services that have the highest value or are of most need and how do you balance all of that in light of certain availability of funding for the next year and the next ten years. I think what you'll get from me is - I won't tell you what you want to hear. I'll tell you what you need to hear. And as a result of that sometimes, it is not a comfortable dialogue to have but it is one that is necessary and you have to have it and you have to be honest about that discussion because what you don't want to do is provide services because in a year or two the long term funding and financing you are going to have to pull back or cut back on. That's harmful to those people that relied on that service that would be pulled back and away from them. So that's my perspective in terms of financing and board's expectations."

Chair Romero said, "Thank you. We have come back around. Tony, on Leadership and Management, The NCRTD is comprised of administrative staff, transit supervisors, dispatchers, and transit drivers. In all there are 44 employees of this organization. Please explain your management philosophy and your approach to leading and

supervising. That is the first part of the question. The second is include the number of employees you have supervised as well as a description of your experience with human resources policy development. And then the last piece of it is what attributes do you believe have assisted you in the past with regards to leadership and staff development? I'd be happy to repeat any of them. Let's start with philosophy first - or wherever you wish. One at a time. If it all works together, that's alright in your response."

Mr. Mortillaro said, "The question was again?"

Chair Romero said, "This is around your leadership and management so, explain your management philosophy and your approach to leading and supervising, given that we've got 44 employees. So that is the start."

Mr. Mortillaro said, "Okay. Management style and general leadership philosophy. I think if I had to describe my management style I think it would be situational. And the reason I say that is because the people we deal with are all individuals. Not every management style works with each individual and as a result of that, you need to be able to adapt in your interactions with that employee in terms of getting them to achieve or perform at the best level he can. But if I had to put a generic label on what I tend to generate to is a participatory management style. From that perspective, I solicit employee input where it's appropriate and what have you. And I try to make collective decisions if that is appropriate. In most cases where that is not the case, I will still solicit input and get information from those that are most impacted and I will make the decision and I will accept the accountability for that decision as well. In terms of leadership I believe I model the behavior that I expect from employees as well as communicating a long term vision to them. My expectation is that the employees will provide excellent customer service and e honest and loyal to the organization. And I think as a result of that the organization also needs to reward employees appropriately and recognize their performance and celebrate their accomplishments as well."

Chair Romero said, "Include the number of employees you have supervised as well as a description of your experience with human resources policy development."

Mr. Mortillaro said, "Okay. I'm not sure quite how to answer on the number of employees supervised whether you are asking for direct or as an organization."

Chair Romero said, "As an organization, maybe."

Mr. Mortillaro said, "I have been involved in overseeing organizations that had as few as 57 employees to as large as 661 employees and some in between there. As the city manager in those organizations or county administrator, I've had direct reports from department heads ranging from 14 to as few as 6. And in some cases, those direct reports were appointed officials by city councils but asked me to do their performance review and supervision of them. That is kind of a difficult position to be put in but they worked out."

Chair Romero said, "Human Resource Policy Development?"

Mr. Mortillaro said, "Human Resource policy development - just so you know, I started out my career in Human Resources. I served an internship in the city of North Glen and once my internship was completed during my master's degree program, I was hired as a personnel analyst. From there I went to become the personnel officer/assistant to the City Manager of Brighton Colorado. I served in that capacity for about nine years. In Blaine Washington I was not only the city manager but the personnel director because that was a smaller organization that required you to have multiple hats. I've supervised HR functions throughout most of my career. I've been involved in drafting policies for personnel functions throughout most of my career. And if I didn't draft them I was involved in reviewing and commenting on them and eventually in approving those so I have extensive personnel background."

Chair Romero said, "And this was already asked but what attributes do you believe have assisted you in the past with regards to leadership and staff development?"

Mr. Mortillaro said, "I think being balanced, being honest, being caring, being professional, being forthright, and being consistent. That has assisted me in those areas."

Chair Romero said, "Great. Let me see where I've left off here. I'm going to jump to Councilor Martínez for question five on budget responsibilities."

Councilman Martínez said, "Okay. Please describe your public transit financial management experience. Specifically, what is the largest budget you have been directly responsible for and how many funding sources did you manage?"

Mr. Mortillaro said, "I've managed budgets that ranged from $9.8 million to $183 million and those budgets have included a variety of funding sources because of multiple activities that the entity provided. For example the various transportation funding sources from the federal government, housing funding sources such as CDBG, different revenue sources such as property taxes, sales taxes, fees and charges and enterprise funds such as water, sewer and electric funds in cities where I've been. So I have had an exposure to a variety of sources and variety of debt issuance. I've been involved in bond rating and getting the bond rating in the community I was in increased. For examples in Prescott Valley, we went from a B- to an A. I've been involved in bond issuance for a variety of infrastructure projects throughout my career. That was the largest and the variety of sources. Is there another aspect?"

Councilman Martínez said, "The second point of this is what is your experience with both compliance and of solvency?"

Mr. Mortillaro said, "In terms of compliance with federal grant requirements, I have

acquired and managed Community Development Block Grant programs and during my management of those I never received a federal finding in respect to those grants. And those are heaving audited. In different communities I've been in I've never received any federal findings from audits. Comprehensive financial reports - I can tell you when I joined the City of Blaine Washing as the city manager, the city was in very severe financial conditions. It had received extensive financial audit findings. And once I got there and once I worked with the staff and worked together on that, we went from 14+ financial audits before I got there to none. And the reason none was important because in Washington State the audits are done by the state; not by private businesses. And if you go several years without audit findings they let you skip a year. It is your choice. You know $30 or 40,000 you don't have to spend. I had the choice not to spend that but I did. I insisted that we be audited every year. I think that is a good practice."

"In terms of solvency - again, going back to Blaine Washington, that was a very difficult financial situation that ended up having to go to a 24% reduction in staffing. It had five collective bargaining units - basically everyone was unionized except myself as a city manager and my finance manager that's considered a confidential employee. As a result of that and organizational analysis and audit and what have you and some give-backs by the union, such as running on salary increased for employees and also agreeing for the first time ever making employee contributions for coverages allowed us to generate enough savings to put the city back on strong fiscal footing and rebuild its reserve funds in not only the general fund but the enterprise funds as well. It also required some rate increases that the council and the public were willing to accept in light of the different reductions we had made overall. At the end of the day we kept services intact, employees weren't smarting; they were more productive and when we surveyed the population a year or two later there was a high satisfaction rate as well. That was done through cooperation of the union, employees and the council. And we all had to work together."

Chair Romero said, "thank you. Mary Lou, let me turn to you on funding and strategy - number six please. And this has several parts to it also."

Ms. Quintana said, "In regards to funding and strategy, Transit funding is a critical component for the NCRTD. What ideas have you formulated regarding future funding for the District, particularly given the current economic climate?"

Mr. Mortillaro said, "You definitely hit the nail on the head with that question because that is something that cities and transit agencies across the nation are facing. If you read what is going on, a lot of them have had to increase fares, reduce services, lay off employees, cut costs to balance their budgets and it's gone as far as reducing benefits in some cases and furloughs and what have you."

"In our case, we only have several funding mechanisms. One is our GRT and that is only going to produce as well as the economy is producing within the four county area. We have federal funding, as you know. I don't need to tell you of the discussions going

on there and I'm sure you are well aware of that And they are looking at extensive reductions and the last I heard they were looking at reducing transportation funding if they pass the bill by about 30%. And folks are hoping that is not going to be the case. Our other major funding source is Los Alamos County that provided us seed money for our transit system which has been integrated into our service routes and what have you. So, you know, my strategy is to continue to aggressively pursue grants and funds out there. To date... I just reviewed our 5311 and 5316 applications that we are going to be submitting. We also submitted state of good repair requests for funding - $1.6 million. That's capital. There is a number of other grants out there such as Tiger 3, livability grants and there are some other federal programs and a lot of them will provide funding for capital but they don't necessarily provide money for operations. There was a grant program there that would have allowed us to provide transit for veterans. Well, when we started to look at it, it was a great program and everything but it was all about capital, not about money to operate the program. So we chose not to apply for that."

"I mean, you know, we can talk about instituting fares and how much revenue that generates but you also have to look at the other side of that which is what it costs to collect and account for that."

"You look at the Rail Runner. It is about 1/3 for them so they collect about $2 million in fares. About $700,000 goes to pay for the collection and accounting for it. Then you have to look at the impact on our ridership if we go to a fare and what the impact is upon our riders. Are they able to afford it? And will it reduce ridership or not?"

Chair Romero said, "There is one more piece of it, Tony. I want to make sure we get through all of it. There is one last piece around national financing."

Ms. Quintana said, "Can you speak to any of the national trends around public transit funding and the implications for future resources?"

Mr. Mortillaro said, "I think I addressed that when I mentioned the various federal grants - what we've looked at and what we applied for and what have you - and what is going on at the federal level. You know, the only thing I can say about revenue sources and if we can align those with expectations is that we are going to have to look at how we operate the transit system. We are going to have to look at what partnerships we can enter into with Los Alamos County Atomic City Transit or Santa Fé Trails system. If by collaborating we can reduce all of our costs and maybe reprogram that into additional services. We need to look at our administrative costs and how those align and whether we are within the ball park or not and what modifications may need to be made there. So there's a lot of challenges in terms of the finances of the District. And, again, if someone is telling you the federal government will take care of you I wouldn't bet on it. I think we need to find a way to take care of ourselves and keep ourselves in business and continue to provide the transit services that are needed in northern New Mexico."

Chair Romero said, "Thank you. We will come back to those financial plans for transit. We may not have time for all of these in the time we've got left. I think we left off with Councilor Seeds on question seven, please. And then we've got a couple of others."

Councilor Seeds said, "Ethics and Character - What three professional characteristics would you consider the most important for an Executive Director? What is your commitment to professional ethics and how would you handle the political pressures that could undermine your professional ethics?"

Mr. Mortillaro said, "I subscribe to the CMA manager's code of professional ethics. I think what is important is that you are honest - honest and honest. In that you know, you always adhere to your value system. I think I was raised with a good value system. I've never had a question about whether I'm doing something ethical or not. I've never had an ethics complaint filed against me in my professional career. What is the next part of your question?"

Councilor Seeds said, "The second part is what are your career goals and why did you leave or are potentially looking to leave your previous/current position?"

Mr. Mortillaro said, "I don't want to leave my current position but not as interim. If I get the opportunity, I plan to stay."

Councilor Seeds said, "Thank you."

Chair Romero said, "The other part of that Tony is career goals."

Mr. Mortillaro said, "You know, my career goals and I have had a great opportunity here to experience the District and not from the side of the table you sit on but actually being on the inside - on the operational side. And I find it challenging. I find it interesting and one that aligns with what I've done in the past in terms of operating a governmental entity although this is a single purpose entity. And I find that it has a lot of promise and there's a lot of challenges in the future. And that is what I aspire to - working in a challenging environment. It keeps me on my toes; keeps me energized. And from a career standpoint, I am seven years from retirement. And I believe that I want to stay in New Mexico. I want to stay in this area of my wife's family who are from here; and my children - one of them still goes to the university out here. I am committed to the area; to this organization. I have been. My six and a half, seven years of being involved with this organization shows my commitment. I have had plenty of opportunities to let someone else be a board member, be an alternate but I chose not to. That's because I believe in the NCRTD, its purpose and what it stands for. And I get the opportunity to actually be its Director and contribute further to it along with the Board is a great opportunity that I relish."

Chair Romero said, "Thank you. Governor Dorame, I'll turn to you for your

questions."

Governor Dorame said, "Good morning Mr. Mortillaro. I have five questions. First question is how many tribes are members of NCRTD?"

Mr. Mortillaro said, "Five."

Governor Dorame said, "Second question - Who are not members?"

Mr. Mortillaro said, "Nambe, Taos Pueblo and it's not in my brain right now. I know there is another one. I know there are eight northern pueblos. It is not coming to me."

Governor Dorame said, "The third question - what about Jicarilla Apache Nation?"

Mr. Mortillaro said, "I don't believe they are within the eight northern pueblo region as I recall. Or maybe they are. I've heard them mentioned. I can't really respond to that to give you an accurate answer."

Governor Dorame said, "Number four - how would you reach out to these tribes that are not members?"

Mr. Mortillaro said, "I would go out there and meet with them; meet with their governor. Not individually but with the Chair - you know the process for these meetings and interacting with the Governors and leadership, you know, the tribes. Obviously we need to approach them; make them aware of their ability to be members of the organization and what the benefits of that are to them and continue to reach out to them not once but to make them aware of our services and if they can make themselves available. I also perhaps even taking other representatives of our Board member tribal governments along with us to help us tell the story and the benefit that the agency - not necessarily - that our member tribes have received from being part of the North Central Regional Transit District and the benefits that have derived from that. I believe those personal experiences are valuable in terms of helping them understand what the District is about and what the services are and what benefits can accrue to them if they want to take advantage and partake of those. So being visible and going and telling our story."

Governor Dorame said, "The last question is how would you go about securing funding for tribes - specifically for tribes?"

Mr. Mortillaro said, "I'm going to be attending next week a workshop of tribal funding and sources. And as I indicated, I have met with the tribal committee. I've personally attended those meetings and worked with the tribal subcommittee in refining our tribal funding policy that the District had. It's been revised. And it reflects the desires and the comfort level that the tribes have in terms of their interaction for federal funding for the district. It allows us in forecasting the revised policy - you'll see it next month - It allows the District to be of assistance to the tribe in helping them secure funding if the tribe

chooses to want to do that. It leaves those decisions fully within the tribes' hands. And then it also provides for the tribes to determine what role the District would play in terms of providing transit services, once the tribe is awarded transit funds. It allows us, if the tribe so desires, to manage the funds and the process as well for the tribes. I think it really describes the great working relationship that wasn't there in the past and this modification I believe strengthens that and allows for self-determination by the tribes in terms of what involvement and interaction we want from the NCRTD."

Chair Romero asked Cynthia how much time was left. She said there were four minutes left.

Chair Romero said, "There was one question that we did not wrap up on and that was finance and long term... Well there are two parts to this. Give a quick description of your preparation of financial reports and statements but more importantly, the long term financial planning. I think that is critical for the NCRTD with diminished gross receipts and diminished federal funding just some strategies around long term strategies please."

Mr. Mortillaro said, "As you know, I was involved extensively in rewriting the District's financial policies. It went from a five-page document to a twenty page document to address areas of the District that were not addressed previously in the policy. These are practices. I was also involved in developing a long -range financial plan and I know the Board has not seen any of that yet but staff has and we are going to be undertaking the task force that will be provided with a long term financial plan and will be providing a collective set of recommendations to the Board for your consideration. It is based upon the projections that are contained therein."

"And I may have mentioned to you, depending on what happens to a variety of federal funding sources, the District could face as much as a ten percent loss in revenues. Think about it - a ten million dollar budget with a ten percent loss is one million dollars. Where and how do you address that issue? You look at the reserves and yes, we've been very good in building our reserves. We've got to commit some of those reserves to pay for additional costs related to the building that were unanticipated and that were alternate bids. So there's going to be some very difficult decisions if in fact some of those long term projections do come to bear. Obviously if they don't, that's great. But if they do, we are prepared. The Board has made those critical strategic decisions about how the District will react to a need to reduce revenues and restructure or lying at service levels with that reduced revenue sources."

Councilor Seeds asked, "Now that you've been acting Director for a short time here, what significant improvements or differences have you had a part of?"

Mr. Mortillaro said, "I've been at board meetings where I brought forward several key policy considerations for the Board. The major one was the rewrite of the financial policies and practices. We've done things based on how they should be done in terms

of the bylaws or the personnel rules and regulations. We've been moving forward with our building construction. I think I've kept the board informed about the issues there and the challenges with that building. And we have continued with that to this day. There are internal policies that I've rewritten to address a number of issues that are not necessarily policies that the Board approves. I have rewritten the telephone policy and I'm rewriting the travel and transit policy. I've done a number of other policies. This listing that I keyed in different colors addresses over 76 issues that are in the process of being addressed in one way or another related to marketing and public relations, human resources, finance, administration and operations. I assign them out to staff with time lines and some general direction so everybody knows what they need to do and what direction we are going in."

"The financial policies were started in my consultant capacity and finished up in my staff capacity. The Long Term Financial Plan was commenced in my consultant capacity but I'm finishing that up in my staff capacity. Some of these things are kind of being done in both capacities to finish them up and what have you. The rewrite of the personnel policies I've started in my consultant capacity and I'm trying to finish those up in my staff capacity here. So there are a number of things. And then some were done in my acting capacity as the Director."

Chair Romero thanked Mr. Mortillaro.

Mr. Mortillaro said, "I want to reconfirm my interest in the position. I just want to state that I believe continued success for the Districts means it must envision the future in terms of its long range service plan, financial stability and sustainability. The organization, I believe, must be assertive in pursuing funding and using every opportunity to maximize and enhance its mission of safe, secure, reliable and effective transportation. It will require that the Board and Executive Director will have to forge through the challenges ahead in a transparent manner and a commitment to excellence with the guidance of the Board of Directors in collaboration with our riders, our member entities and stakeholders. Success in the future will be based on the efforts of all the stakeholders. The future brings excitement for the organization and its team and that is why I am interested in being your next Executive Director. I anticipate that the next seven years will be just as exciting as the previous seven years. Thank you."

The interview was concluded at 12:08 p.m. and Chair Romero thanked him for his time and responses.

B. Public Comments

There were no public comments.

CLOSED SESSION:

C. Pursuant to Section 10-15-1.H(2) NMSA 1978 to discuss limited personnel matters. (To discuss the candidate interviews).

Councilor Wismer moved to go into closed session pursuant to Section 10-15-1.H(2) NMSA 1978 to discuss limited personnel matters. Councilor Seeds seconded the motion and it passed by unanimous roll call vote with Los Alamos County, Rio Arriba County, Taos County, Santa Fé County, San Ildefonso Pueblo, Santa Clara Pueblo, Tesuque Pueblo, City of Santa Fé and City of Española voting in favor and none voting against.

The Board went into closed session at 12:10 p.m.

D. Reconvene in Open Session to take action on the Executive Director position.

At 1:58 the Board came out of executive session.

Chair Romero moved to return to open session. Councilor Wismer seconded the motion and it passed by unanimous roll call vote with Los Alamos County, Rio Arriba County, Taos County, Santa Fé County, San Ildefonso Pueblo, Santa Clara Pueblo, Tesuque Pueblo, City of Santa Fé and City of Española voting in favor and none against.

Chair Romero announced to the public that no actions were taken during the closed executive session and the only matters discussed were limited personnel matters in compliance with NMSA 1978, Section 10-15-1.H(2).

Councilor Wismer moved to approve a tentative hiring of Mr. Tony Mortillaro as Executive Director of the NCRTD and that the Board appoint Chair Romero, Vice Chair Dan Barrone, Secretary Michael Wismer and Chair of the Tribal Committee, Tim Vigil, to negotiate a contract for the full Board to approve. Chair Romero seconded the motion and it passed by roll call vote with Los Alamos County, Rio Arriba County, Taos County, Santa Fé County, City of Santa Fé and City of Española voting in favor and San Ildefonso Pueblo and Tesuque Pueblo voting against.

Councilor Seed said it had been a long time that the Board had worked on filling this position and he hoped Mr. Mortillaro would take the time to fix the challenges that lie ahead and that things would get a lot better.

PUBLIC COMMENT

There were no comments from the Public.

ADJOURNMENT

The meeting was adjourned at 2:05 p.m.

Approved by:

Rosemary Romero

Rosemary Romero, Chair

Attest:

Michael Wismer

Michael Wismer, Secretary

Submitted by:

Carl Boaz

Carl Boaz, Stenographer